State of Kansas

Deliverable 3

Project Charter

DMV Modernization Project

September 10, 2009

Version 1.0

TABLE OF CONTENTS

Version Control Log

Date	Version Number	Author	Change Description
August 11, 2009	0.1	Joe Silvashy	Initial Document Creation
August 27, 2009	0.2	Toni Roberts Randy Meek Rick Clelland	Edits and Revisions
August 31, 2009	0.3	Joe Weldon	Accept changes and add notes for CCB
September 1, 2009	0.4	Joe Silvashy	Update Delivery Approach for Implementation Roll-out and Org Chg Mgmt strategy, add CCB to governance and modify PMO staff roles for shared roles
September 9, 2009	0.5	Rick Clelland	Revisions and edits
September 10, 2009	1.0	Joe Silvashy	Final revisions

Project Overview

Project Description

It is the goal of the proposed project to modernize the Division of Vehicles through business program realignment supported by an integrated "customer centric" automated information system. All licensing, titling, registration, inventory, and driver records for the Division of Vehicles will be supported by this integrated, customer-centric services model. The system must serve as the "record of authority" for all users in need of consolidated current and historical customer vehicle and driver information, including other state and federal government Stakeholders, private commercial entities, and customers. To achieve this goal, KDOR has acquired a commercially available, services oriented architecture based software package to provide integrated, customer centric, "core" application functions that support all of its' driver and vehicle related services business processes. Based upon a marketplace analysis and an evaluation of demonstrated vendor systems, KDOR chose the 3M MVS solution because it offers a high degree of fit with Project goals and business functional requirements. The 3M MVS solutions is compliant with the State of Kansas and KDOR technical architecture, and is running successfully in production in a number of states similar in size to Kansas.

Project Vision

Implementation of an integrated system that provides a "customer centric" view for all users and customers, supporting all licensing, registration, titling, and inventory functions, will enable the Division to more effectively attain its overriding goal of administering its business operations quickly, accurately, and efficiently.

Project Objectives

It is the goal of the proposed project to replace the legacy vehicle, driver and plate inventory systems (VIPS, KDLS, KVIS) with the 3M MVS suite of products, configured and tailored to meet the functional requirements of KDOR. All licensing, titling, registration and driver record functions of the Division of Vehicles currently supported by the legacy systems will be supported by 3M's integrated, customer-centric software suite of products. The distributed nature of the legacy systems will be replaced by a centralized source of the most current and accurate information which will:

- Provide a system to our employees and County Treasurers that allows transactions to be processed efficiently (reduce data entry and duplicated processes) with more usability features that do not exist in today's mainframe applications.
- Automate manual, paper driven processes.
- Provide Law Enforcement with current vehicle information.
- Offer business transaction handling in one central "customer centric" system.

Delivery Approach Summary

The DMVM Project team is comprised of State team members, County team members and 3M team members. Together, these team members make up the joint DMVM Project team. Some responsibilities are assigned specifically to the State / County team members, some are assigned specifically to the 3M team members, and some are joint responsibilities.

The joint DMVM Project team will work primarily at the DMVM Project site, located on the 10th floor in the Docking State Office Building in Topeka, Kansas. The project is divided into two major phases of solution delivery:

Phase 1 – Titles and Registration (T&R), Plates/Decals, Inventory

- Planning Phase - The planning phase will last approximately one (1) month. Activities include refinement of project schedule and work plan, resources planning and acquisition, establishment of project governance and creating processes that cover project, scope, risk / issue and quality management. This Phase will produce a KITO Detail Level Project Plan.

- Analyze Phase - The analysis phase will last approximately four (4) months. Activities include business process assessment, organizational readiness, functional and technical project team training, end user training plan, data conversion plan and technology strategies. Conference Room Pilot (CRP) sessions will also be included in this phase to confirm Kansas' business requirements and to complete the technical fit/gap-analysis. At the end of this phase, a detailed project plan will be developed for Phase 2. An Organizational Change Management strategy consisting of a Communication Plan, Knowledge Transfer Plan and an Enterprise Readiness Plan is defined.

- Design Phase – The design phase will last approximately six (6) months. Activities include Joint Application Design (JAD) sessions, functional fit-gap analysis, data conversion, interface and security design, end user training design, and functional design of all development objects: Reports, Interfaces, Configuration, Customizations, Workflows, Conversion and Forms.

- Build Phase - The build phase will last approximately twelve (12) months. Activities include technical design, redesign of business processes, configuration of MVS tables and parameters, and build of reports, interfaces, configuration, customizations, workflows, conversion, and forms. This phase also includes the development of system test scripts.

- Test Phase - The test phase will last approximately ten (10) months. Activities include product (system), performance and user acceptance test planning and execution, as well as end user pilot training.

- Deploy Phase - The deploy phase will last approximately three (3) months. Activities include an assessment of operational readiness, end-user training, and deployment

of the application to the in-scope KDOR sites. Also, an Implementation Rollout Strategy consisting of a System Deployment (Roll-Out) Plan for MOVRS, DLRS and ATMM will be developed.

- Post Implementation Support Phase - The post implementation support phase will last approximately six (6) months. Activities include functional, technical, and help desk support during the initial month of controlled production and ongoing production operations.

Phase 2 – Drivers' License and ID (DL&ID), Driver Control and Review

- Analyze Phase - The analysis phase will last approximately five (5) months. Activities include business process assessment, organizational readiness, functional and technical project team training, end user training plan, data conversion plan and technology strategies. Conference Room Pilot (CRP) sessions will also be included in this phase to confirm Kansas' business requirements and to complete the technical fit/gap-analysis. At the end of this phase, an Organizational Change Management strategy consisting of a Communication Plan, Knowledge Transfer Plan and an Enterprise Readiness Plan is defined.

- Design Phase – The design phase will last approximately seven (7) months. Activities include Joint Application Design (JAD) sessions, functional fit-gap analysis, data conversion, interface and security design, end user training design, and functional design of all development objects: Reports, Interfaces, Configuration, Customizations, Workflows, Conversion and Forms.

- Build Phase - The build phase will last approximately twelve (12) months. Activities include technical design, redesign of business processes, configuration of MVS tables and parameters, and build of reports, interfaces, configuration, customizations, workflows, conversion, and forms. This phase also includes the development of system test scripts.

- Test Phase - The test phase will last approximately ten (10) months. Activities include product (system), performance and user acceptance test planning and execution, as well as end user pilot training.

- Deploy Phase - The deploy phase will last approximately four (4) months. Activities include an assessment of operational readiness, end-user training, and deployment of the application to the in-scope KDOR sites. Also, an Implementation Rollout Strategy consisting of a System Deployment (Roll-Out) Plan for MOVRS, DLRS and ATMM will be developed.

- Post Implementation Support Phase - The post implementation support phase will last approximately six (6) months. Activities include functional, technical, and help desk support during the initial month of controlled production and ongoing production operations.

While the DMVM solution is to be delivered in two distinct big bang rollouts scheduled to occur 6 months apart, the integrated nature of the overall MVS product suite will require some concurrent activities for the design and development of the vehicle and driver solution components.

Project Management Approach Summary

A successful implementation is not just one that works technologically; the solution must be cost effective and support the State's needs. The team's project management capabilities enable the identification of factors that can influence the delicate balance between cost, schedule, quality, and project risk to achieve the desired outcomes.

The DMVM Project team adapts elements from 3M's project management methodology, as necessary, to accommodate the State's project management approach and to support the State's current project management tools and methodologies. Key elements of the DMVM Project team approach to project management include:

- Use methodologies that have proven successful on other projects to help develop the Project Management Procedures for the DMVM Project. This existing knowledge capital jumpstarts the project, and speeds delivery time.
- Utilize proven staffing models to obtain the right number of staff and mix of skills needed.
- Staff the project with individuals who have the deep 3M MVS Product knowledge, industry knowledge, development and/or technical skills to fill these roles.
- Pair 3M's functional and technical product experts with State counterparts to foster a project environment that promotes and supports ongoing knowledge transfer.
- Develop a schedule that details tasks, work effort, scheduled completion times, and assigned resources for each phase of the project.
- Monitor and update the schedule throughout the project.
- Make needed adjustments early.
- Use earned value analysis techniques to objectively monitor the project schedule.
- Provide timely status reports that address schedule, quality, scope, risks and issues.
- Track issues and project problems in a central repository so that they are visible and addressed in a timely manner.
- Identify, communicate and work together to resolve projects issues and problems.

Project Scope

Core Functional Scope

The major functional components that comprise the scope of the DMV Modernization project are as follows:

- Vehicle Titling, Licensing, and Registration
- Driver's License and Identification Cards
- Driving Record Management (Driver Control and Driver Review).
- Inventory (License Plate, Decal, etc.)
- Cashiering and Revenue Accounting
- Reporting Database

3M MVS Products to be Implemented

To achieve the scope objectives, the following 3M MVS products will be implemented:

- 3M Motor Vehicle Registration Solution (3M MOVRS)
- 3M Driver Record and Issuance Verification Solution (3M DRIVS)
- 3M Accounting Transaction Money Manager (3M ATMM)
- 3M Dealer Licensing and Registration Solution (3M DLRS)

Breadth of the New System

Following are some examples of the functional breadth of the new DMV system:

- 3M Motor Vehicle Registration Solution (3M MOVRS)

  3M MOVRS is a complete vehicle registration and titling application that provides vehicle and customer information. The system provides a consolidated, shared view of all vehicle and customer information. It is a full-featured vehicle system, which incorporates all vehicle registration and title functionality, including vehicle management, inventory, and external verification interfaces. The following table illustrates some of the main features of the 3M MOVRS application.

Function	Description	
Vehicle Management	■ Registration and titling: Create, modify, update, transfer documents ■ Field-level auto-population (vehicle make, model, etc.) ■ EZ Registration Renewal feature ■ Tight integration with cash drawer (Payment Manager) ■ Multiple vehicle owners and interested parties (such as lien holders and co-owners) associated with a single vehicle	■ Vehicle type definition and management – Commercial vehicles – Passenger vehicles – Trucks – Motorboats – Snowmobiles – ATVs – Trailers – Motorcycles ■ Unique vehicle type business rules and requirements
Dealer Inquiry	■ Title and registration inquiries through a Web site – Secure Web site presents private customer information – Unsecured Web site presents only basic vehicle information ■ Verification of status and validity of titles and registrations	■ Credit Calculator, which approximates current vehicle registration credit ■ Rate Calculator, which provides the cost to title and register a vehicle ■ Customizable to support reporting, plate assignments (through the inventory component), or online registrations
Inventory Management	■ Ordering ■ Distribution ■ Dispensation ■ Receipt ■ Reconciliation ■ Controlled and noncontrolled inventories ■ Management of inventory status – Lost / Stolen / Damaged ■ Support for inventory types, including plates, title stock, inspection stickers, or any other tracked inventory item	■ Central or localized inventory management ■ Restricted user access by login ID ■ Automatic or manual plate assignment ■ Inventory reassignment and transfer ■ Inventory ordering ■ Interfaces to external manufacturers (public or private plate manufacturers) for external ordering, purchasing, and tracking ■ Inventory reports for utilization, transfers, and order inquiries
Title Management	■ Issuance of new, replacement, or corrected titles ■ Re-creation of titles ■ Cancellation ■ Reprinting ■ Titles for dealer inventory, salvage, or junking certificates	■ In-transit permits ■ Ability to add or remove information about customers, owners, security interests, and lien holders ■ Support for over-the-counter environment and central issuance environment
VINA/NMVTIS	■ Integrated VINA and NMVTIS interfaces ■ Automatic vehicle and title verification during validation of transactions ■ VINA check, which occurs when a vehicle is added	■ Automatic pre-population of data fields ■ Support for VINA and NMVTIS queries ■ Support for online or batch updates ■ NMVTIS inquiry capability, which users can invoke and review separately

KS DOR 165

- 3M Driver Record and Issuance Verification Solution (3M DRIVS)

  The 3M DRIVS is the driver licensing and driving record management component of the 3M MVS Enterprise Software Suite. 3M DRIVS provides a complete license and records management functionality, including license issuance and driver record maintenance. The DRIVS rules engine determines requirements for each credentialing transaction. Requirements include types of tests (such as written, skills, medical, and vision) for a particular license class; restrictions based on customer age and health, driver status, and class eligibility; and endorsements such as motorcycle, school bus, and HAZMAT. The records management rules engine supports a jurisdiction's specific laws and administrative rules, allowing the motor vehicle agency to withdraw a driving privilege. This rules engine examines the customer's license, the specifics of the history event (accident, conviction, or administrative action), and the customer's driving record to determine whether to apply a sanction to the driver's privilege. The following table illustrates some of the main features of the 3M DRIVS application.

Function	Description	
License Issuance	■ Credential issuance function ■ Support for multiple types of licenses ■ Permits ■ Medical checks ■ Credential benefits and endorsements ■ Required documents lists ■ Fee calculation with override capability ■ Photo anytime ■ Voter registration interface ■ Rules-based technology that automatically lists required exams (knowledge and skills) and documents for a chosen license type ■ Administration of tests (captures school, instructor, interpreter, and exam information)	■ Automatic updates when requirements are satisfied ■ Prevention of issuance until all criteria are met or appropriately waived ■ Authentication of a customer ■ Validates critical identity data through the collection of source documents ■ Externally verifies key identity data ■ Driving record evaluation to determine issuance ■ Driver activities or events are presented to agent ■ Full integration with ATMM for combining of transactions, diverse distribution of funds, and financial reporting
History and Sanction Management	■ Full history and sanction management functionality ■ Addition, management, and removal of convictions, administrative actions, accidents, court fines, and withdrawals against customers ■ Assurance that data meet a jurisdiction's validation requirements prior to being added to the driving record ■ History management to track events previously evaluated for possible sanction or that still require evaluation ■ Event processing queue to manage events that require evaluation ■ Sanction engine to evaluate each new event against a set of pre-defined business rules; a match results in an action against the customer	■ Summary of sanction information pertaining to the customer ■ Sanction status ■ Total or breakdown of the penalties owed ■ Number of sanctions ■ Important dates ■ Driver improvement program information ■ Drinking driver treatments and evaluations ■ Mandatory insurance details such as SR-22 filings ■ Easy-to-use links to functions ■ Ability to mark certain sanction requirements as "satisfied" or "waived" ■ Automatic generation of notifications through the integrated correspondence module ■ Automatic updating of sanctions satisfied by the passage of time (age-related restrictions)
Customer Case Information	■ Hearings ■ Investigations ■ Re-exams ■ DIP ■ TRL ■ MAB ■ Management of all special activities associated with a customer ■ Scheduling of customer appointments for specific case types ■ Holistic view of the customer's case events, the location, and the case worker	■ Management of resource utilization ■ Flexible viewing structure that sorts case information by all case types for a customer, all cases for a location, all cases assigned to a case worker, or any combination of these and other views ■ Presentation of a chronological view of case information on the driving record ■ Drill-down capabilities into the schedule and the case appointment ■ Ability to assign the case to a worker or examiner, direct the case to a specific location, record the case results, and finalize and close the case
Interfaces	■ Assurance of legal and proper checks and verification of customer identity information at the source ■ Examples of State and Federal interfaces include: – CDLIS – NLETS – Child support enforcement – PDPS/NDR –Driver license image exchange –Knowledge-based testing solutions –EVVER • SSOLV – Courts • Law enforcement	

KS DOR 166

- 3M Accounting Transaction Money Manager (3M ATMM)

  3M ATMM is a highly configurable asset management and revenue reporting application, which manages front office and back office financial transactions. It simultaneously handles system input and interfaces directly with external financial applications. 3M ATMM uses the common customer functionality to create and manage customer information. The customer information is tied to transactions and financial information, both of which are maintained and reported in 3M ATMM through statement management. 3M ATMM follows Generally Accepted Accounting Principles (GAAP). Therefore, transaction processing follows standard debit and credit revenue recording

conventions based on account type (e.g., asset, liability, revenue, or expense). The following table illustrates some of the main features of the 3M ATMM application.

Function	Description	
Cash Drawer	■ Integrates fully with the entire 3M MVS Enterprise Software suite ■ Interfaces with credit card clearinghouse solutions ■ Passes fees calculated in other modules to 3M ATMM with customer and transaction information ■ Permits payment acceptance and reconciliation ■ Supports multiple, configurable payment methods (including cash, check, credit card, escrow account, and EFTs) ■ Accepts multiple payments from one or more customers on a single statement, including splitting forms of payment among cash, checks, money orders, and credit cards; also allows more than one type of payment ■ Combines transactions into a single statement and moves transactions between statements ■ Reconciles, adjusts, and funds cash drawers ■ Sweeps and transfers funds	■ Checks report ■ Creates activity and statement inquiries ■ Generates a check report and views details about activities and statements ■ Configures cash drawer locations, users, default values, and sweeping amounts ■ Supports additional charges not related to motor vehicle fees ■ Allows multiple transactions for a customer to be combined into one statement ■ Available in large and small office models ■ Provides security functionality and visibility to cash drawers at the user level or group level ■ Allows only users with proper authorization to view the different cash drawers ■ Activity Manager shows the balances of multiple cash drawers in a single view
Finance Management	■ Provides revenue management and reporting ■ Manages full life cycle of a product payment and related revenue ■ Tracks NSFs ■ Manages fines ■ Processes refunds ■ Manages escrow accounts ■ Creates and manages product and revenue distribution	■ Creates adjusting journal entries ■ Adjusted journal entries ■ Sets up and manages escrow accounts and EFTs ■ Generates sophisticated financial reports ■ Establishes user configurable chart of accounts, GL accounts, product, and revenue distribution rules ■ Prepares month-end consolidation and reporting ■ Supports ACH transfers

KS DOR 167

- 3M Dealer Licensing and Registration Solution (3M DLRS)

  3M DLRS helps motor vehicle departments manage business partners, as well as dealer licensing and permitting, management of dealer records, revocations, audits, and reporting. 3M DLRS' flexible design allows it to function for any business application that requires licensing and permitting, such as medical, business, and recreational licensing.

End Users of the New System

The following table provides an estimate of the users for the MOVRS and DRIVS systems based on the total number of users of the three primary legacy vehicle systems (VIPS, KDLS, KVIS) currently being replaced:

Organization	MOVRS	DRIVS
Counties	693	274
KDOR	381	550
KDOR Driver's License Examiners	0	157
American Automobile Association	0	10
Social and Rehabilitative Services	421	421
Kansas Bureau of Investigation (KBI)	3	5
Attorney General	5	5

Organization	MOVRS	DRIVS
Division of Information Systems and Communication (DISC), Department of Administration	2	2
Department of Transportation	13	1
Highway Patrol	58	58
Information Network of Kansas (INK)	18	18
Wildlife and Parks	1	1
Center Industries	90	0
Total	**1,685**	**1,502**

Project Success Strategies

Lessons Learned from Prior DMV System Implementations

Major transformational programs such as the DMVM Project cannot succeed without the coordinated efforts and skill sets of team members. The DMVM Project team provides a comprehensive view of project management and coordination. The 3M and State teams operate in an integrated multi-disciplinary project team fashion as a single coordinated team with well-defined roles and responsibilities. This maximizes collaborative decision-making, knowledge transfer, and cooperative success contributions.

The DMVM Project team includes people who are skilled in both 3M MVS Products and implementing large scale enterprise systems. The combination of deep skills and the transfer of knowledge from lessons learned on other projects are essential to the success of the DMVM Project.

The implementation of large motor vehicle systems and the associated change management can be extremely challenging. Both 3M and KDOR actively monitor the progress of similar system implementations, reviewing lessons learned from each project. It is important that this information be shared with all project team members so that they can incorporate the best practices and lessons learned. Key findings include:

- Setting expectations early to help project teams manage to the scope of the contract is necessary – just because a feature may be nice to have or is needed it does not mean it is in scope.
- Productivity issues with team members should be escalated quickly. Don't let a team member's poor performance cause a variance in the workplan.
- Change orders should be processed early so everyone can get comfortable with the concept and the process. Change orders do not always mean increased cost.
- Decision makers need to be identified and decisions need to be made quickly. Over analyzing a problem is often worse than occasionally making an improper decision.
- Scope management is everyone's job. The team needs to be able to tie everything back to the Statement of Work.
- Over-documentation should be avoided. Everything you need in a document should be included and nothing else. Spending time adding content that won't be used is a silent productivity killer.
- Agency requirements should be clearly understood and expectations should be communicated early and often to Stakeholders.
- All parties affected by design decisions need to be made to understand what the changes are and how changes affect them.
- Setting realistic expectations as to what the system can and will do and communicating those expectations to Stakeholders early and often is crucial to showing the benefits provided by the investment.
- Teams should be willing to change the process instead of customizing the software. Often times, customizing the software instead of changing the process leads to expensive and difficult upgrades (increased cost of ownership).
- Strong project governance is required to adhere to project scope and timeline.
- A reporting team should be established early in the project to determine reporting needs.

- Internal controls should be considered when designing the system. This includes internal audit groups where applicable.
- Preparing for transition and post implementation early leads to an easier transition to the long term organization after go-live.

Other Success Strategies

The DMVM Project leadership team understands the complex nature of governance in a public institution, and the need to build institution-wide acceptance and commitment to the goals and benefits of the DMVM Project implementation. In order to have a successful project, the principles outlined below will be instituted.

Collaboration and Cooperation

Collaboration among a broad range of individuals and organizations is critical for the success of the DMVM Project. Individuals and organizations that will need to collaborate on the DMVM Project include, but are not limited, to 3M, Subcontractor and State / County Project staff, Independent Verification and Validation (IV&V) Staff, and State and County Stakeholders that are involved in interface development, system modifications, decommissioning of legacy systems, and general infrastructure support.

Open and Honest Communication

Open and honest communication among team members as well as Stakeholders is the single most important accelerator of change and is essential to building a working relationship based on trust. The DMVM Project team appreciates the need to openly and honestly communicate with both team members and Stakeholders throughout the lifecycle of the Project, and strives to create an environment in which open and honest communication can occur.

"One Team" View

While each Project team member has responsibility to their respective organization, the goal of the Project team is to work together seamlessly as one organization and to create a "one for all and all for one" mentality. Team building exercises such as team lunches or after-work activities contribute to building a "one team" mindset among staff.

Respect for Team Member Time

Respecting the time of fellow team members is essential to the efficient management of the limited workplan hours on the DMVM Project. Being on time to meetings and selecting the appropriate meeting invitees are just two examples of respecting the time of other team members. It is always appreciated when meetings start on time and the correct attendees are invited to meetings so that decisions can be made in a timely manner.

Executive Sponsor Support

The DMVM Project team works closely with the Executive Sponsors to keep them informed of progress, to escalate decisions needed, and to enable them to deliver key messages to the Steering Committee regarding the need for the Project to continue to be a priority amongst many Stakeholders impacted by the Project. In other words, the Project team will leverage the authority and goodwill of the DMVM Executive Sponsors to maintain DMVM Project momentum.

Timely Decision Making

Timely decision making is essential to keeping the DMVM Project on schedule and on budget. A forum for decision making should be organized and conducted on a regular basis so that decisions needed can be grouped, discussed and acted on in a timely fashion. When decisions are needed in lieu of the regularly scheduled forum, they should be made a top priority, and not put on the back burner for another day. Timely decisions sometimes require all channels to be pursued. For example, if a decision maker is not in the office but can be reached by phone, a call to the decision maker should be made instead of waiting until the next day.

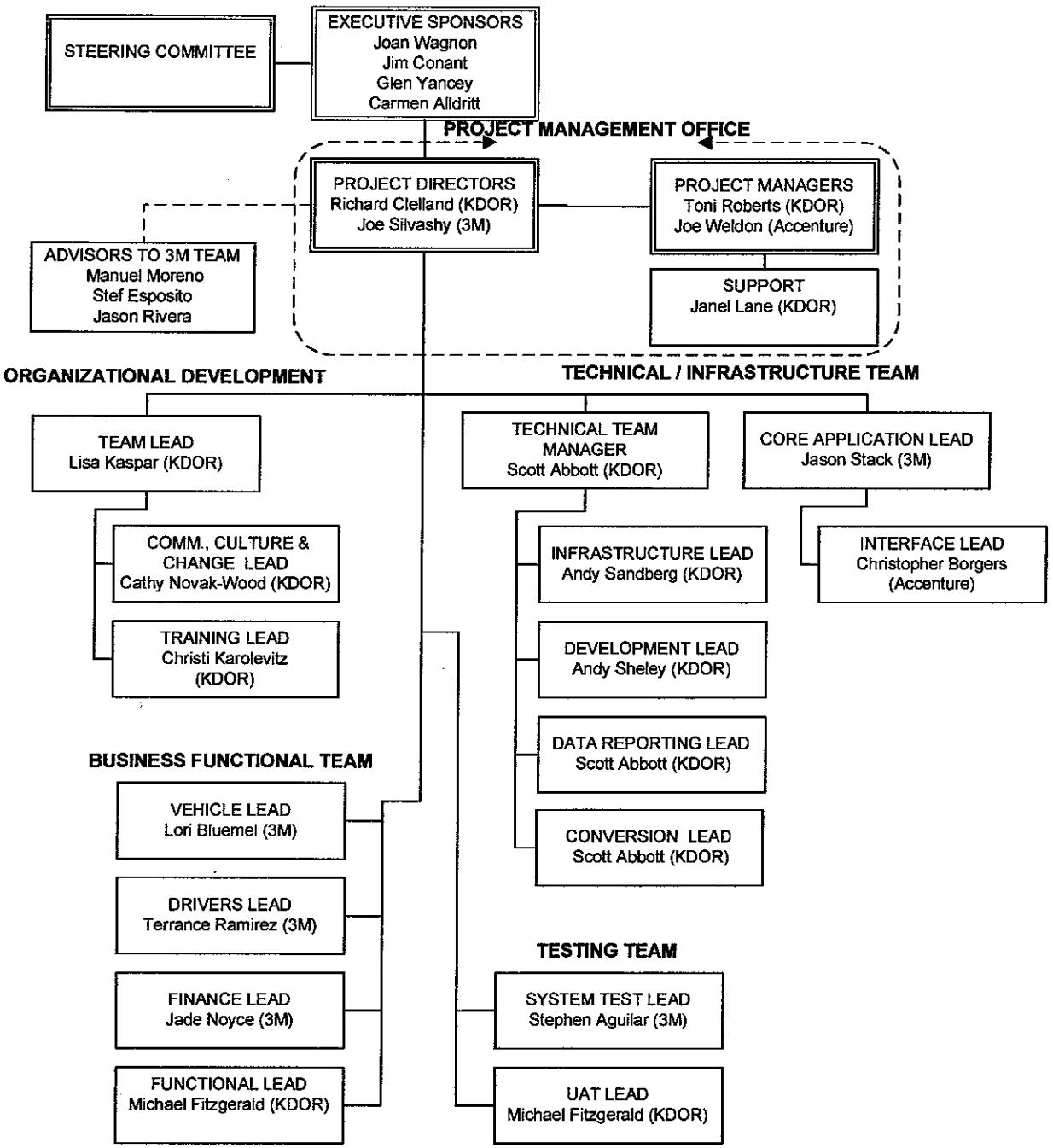
Celebrate

Celebrating important milestones and successes on the Project is important to team morale. Celebrating gives the teams an opportunity to reflect on all of the hard work done and recognize contributions to the success of the Project.

Project Organization

Project Organization Chart

DMV MODERNIZATION PROJECT ORGANIZATION CHART



Project Roles and Responsibilities

Table 4.1 below outlines the Roles and general Responsibilities of each category of staff assigned to the DMVM Project.

Table 4.1 – Roles and Responsibilities

Role	General Responsibilities
Project Director (KDOR)	• Accountable for Contractual requirements • Manage contractual relationships, resource acquisition, communications, reporting, and fiscal responsibilities • Provide resources as required by contract; monitor and verify quality of staff performance • Administer contractual agreements • Provide information to 3M Quality Management review teams and QA Senior Executives and incorporate quality review feedback into direction provided for 3M and State Project teams • Establish and maintain communications with DMVM Project Management, Stakeholders, steering committee, and executive sponsors • Act as a "face" of the Project
Project Director (3M)	• Verifies the appropriate 3M and Accenture resources are provided to the project • Communicates with 3M and the State's executive management regarding project • Resolves vendor and subcontractor issues • Works with the State to resolve escalated project issues identified that affect the contract • Provides resource planning and control so that requisite resources and qualified personnel are readily available to satisfy project needs • Maintains close liaison with the State • Maintains the overall integrity of the project's requirements • Oversees knowledge transfer to State personnel • Manages subcontractor performance • Provides expertise on implementing the 3M KS DMV Solution
Project Manager (KDOR)	• Provide status updates and discuss status with Project Management Team • Monitor, maintain, and prepare Project work plan and financial budgets; report status to State Project Director • Monitor and maintain Project schedules for project phases including development, training, implementation • Develop and implement quality assurance processes in coordination with IV&V contractor, 3M Quality and Process Improvement (QPI); support State QA review processes

Role	General Responsibilities
Project Manager (3M / Accenture)	• Monitors and reports on contract performance • Validates that the management plans reflect the existing status of the project through weekly updates to the work plan and schedule • Monitors system development to verify that project meets baseline schedules and products are delivered on time • Works with the State project manager to resolve project issues escalated by any team members • Escalates issues and change management items to the project director as needed • Responsible for planning and executing project implementation
Project Management Office	• Work with project management, executive sponsors and stakeholders to monitor and manage expectations • Provides day-to-day management and oversight of the project • Monitors project progress and milestone completion • Monitors the cost and schedule of the project • Confirm that issue and risk reporting and tracking are maintained, escalated appropriately, and addressed; enforce team proactive reporting • Inform Project Management Team of potential problems, delays, issues, and risks which may impact customers, stakeholders, executive sponsors, workplan or schedule • Manage quality and timeliness of development, delivery, review, and changes for Deliverables • Advise Project Management Team on personnel issues and regulations • Manage contract activities to approved work plan and schedule • Develop, implement, and maintain the Project Management Procedures, which includes the Work Plan management and other guiding documentation such as risk and issue management, change control and status reporting procedures • Develop and maintain document repository for plans, schedules, deliverables, and work products • Organize and manage documentation generated during all project phases • Receive, log, distribute and track deliverables to monitor timely completion • Oversee preparation and review of key documents, deliverables, and work products • Prepare presentations and meeting packets, reports, meeting agendas, minutes, project communications and letters, and other documents as needed • Establish and help maintain DMVM Project documentation, communications, status reports and project documents

Role	General Responsibilities
Project Support Staff	• Manage administrative and office support activities • Coordinate requests for administrative services • Maintain conference room schedules and project distribution lists • Administer business services, including purchase, maintenance and tracking of office equipment, updating project office floor plan, purchasing supplies and furniture • Assisting in the roll-on and roll-off process • Assist with budget preparation for the project • Reporting of budget to actuals
Team Managers	• Provide day-to-day direction to their respective team (Technical, Functional, Enterprise Readiness) • Develop and manage detailed team workplans • Track team performance • Work with PMO to identify team resources • Reports against project milestones, schedules, and budgets • Directs team-level status meetings • Assess team member skill sets to determine training requirements and develop and implement training plans as needed • Identify and resolve issues in a timely manner, escalating issues that cannot be resolved within the team • Identify and analyze risks, implementing risk reduction and contingency plans where necessary
Team Leads	• Serves as the primary subject matter expert and lead worker for their particular area • Supervises team members on a day-to-day basis • Manages staff availability • Lead team efforts and make decisions to ensure consistency across Stakeholders • Monitors project workplans for their area to ensure work is proceeding according to schedule • Provide team status to Team Managers • Identify risks and issues
Team Members	• Serves as a subject matter expert for their area of the project • Become proficient in the operation of the 3M MVS as it relates to their area of the project • Carries out work assigned to them by Team Leads based on the project workplan • Works with fellow team members to develop work products • Identify risks and issues

Role	General Responsibilities
Advisors to 3M Team	• Serves as key advisors to the 3M management team • Works with the 3M team to ensure the appropriate 3M and Accenture resources are available to the project • Assists the 3M team with contract issues • Provides feedback on project deliverables
KDOR Subject Matter Experts (SME)	• Provide input into the design process • Provide input to business functional team members • Involvement with UAT
KDOR Quality Assurance	• Evaluate quality in all project deliverables • Evaluate quality in DMVM solution • Oversee contract compliance

Project Continuity

The State and 3M both strive to provide continuity of personnel across all phases of the DMVM Project's lifecycle. Continuity of personnel across all phases of the Project is important to ensure that decisions made during the Project are carried out, that knowledge of the project is retained, and that resources are not unnecessarily diverted from the Project. To facilitate this continuity, the following 3M staff have been identified as Key Personnel:

- Project Director – Joe Silvashy
- Project Manager – Joe Weldon
- Business Functional Team Lead, Vehicle – Lori Bluemel
- Functional Team Lead, Driver – Terrance Ramirez
- Functional Team Lead, Finance – Jade Noyce
- Core Application Team Lead – Jason Stack
- Interfaces Team Lead – Christopher Borgers
- Quality Assurance & Testing Team Lead – Stephen Aguilar

Although not contractually required to name Key Personnel, the State has identified the following positions as important to the continuity of the project. Such State personnel are scheduled to remain on the project for the duration of the project.

- Project Director – Rick Clelland
- Project Manger – Toni Roberts

- Technical Team Manager / Data Reporting / Conversion Lead – Scott Abbott
- Infrastructure Team Lead – Andy Sandberg
- Development Team Lead – Andy Sheley
- Organizational Development Team Manager – Lisa Kaspar
- Communication, Culture and Change Team Lead – Cathy Novak-Wood
- Training Team Lead – Christi Karolevitz
- Business Functional / UAT Team Lead – Michael Fitzgerald

Governance

Roles of Executive Sponsors, Steering Committee, and Project Management

Executive Sponsors

The Executive Sponsors are responsible to secure the budget, resolve inter-agency issues, and assist with changes to Statutes and policies necessary to assure the success of the Project. The Executive Sponsors are:

- Joan Wagnon- Secretary of Revenue
- Carmen Alldritt- Director of Vehicles
- Jim Conant- Director, Resource Management
- Glen Yancey- Technical Architect

Steering Committee

The Steering Committee consists of senior executives from various State, County and Private Sector Stakeholders and the four Executive Sponsors. Its members confirm the high-level project scope, provide guidance on cross-agency matters, and champion the DMVM Project within their Stakeholders. The Steering Committee members and their designees are:

- Randall Allen- Executive Director, Kansas Association of Counties
- Senator Les Donovan
- Ron Estes- Sedgwick County Treasurer
- Ed Klumpp- Kansas Association of Chiefs of Police
- Jackie Kuhn- VP Legal Department- Kansas Bankers Association
- Representative Harold Lane
- Gordon Lansford- Director, Kansas Criminal Justice Information Systems
- Colonel Terry Maple-Superintendent, Kansas Highway Patrol
- Don McNeely- President, Kansas Automobile Dealers Association
- Steve Montgomery-Director of Information Services, Kansas Bureau of Investigations
- Kelly O'Brien- Chief Information Technology Officer, Kansas Judicial Branch
- Kimberly Skillman-Robrahn- Coffey County Commissioner
- Kathy Tremont- Geary County Treasurer
- Nancy Weeks- Haskell County Treasurer
- Designees:
- Major Mark Bruce- Kansas Highway Patrol
- Kathleen A. Olsen- Senior Vice President- Kansas Bankers Association
- Melissa Wangemann- Legislative Services Director/General Counsel- Kansas Association of Counties

Change Control Board (CCB)

The CCB is responsible for facilitating the change control process including reviewing all change requests and determining acceptance. The CCB includes:

- Rick Clelland, State Project Director
- Toni Roberts, State Project Manager
- Joe Silvashy, 3M Project Director
- Joe Weldon, 3M (Accenture) Project Manager
- Executive Sponsors (as needed)

The following business managers will be consulted on an as needed basis.

  - Marcy Ralston – Driving Privileges
  - Terry Mitchell – Drivers License
  - Michael McLin – Titles & Registration

The CCB will take one of the following actions on change requests submitted:

- Approve
- Deny
- Request additional analysis
- Escalate to the Steering Committee

The CCB will prioritize changes they review as follows:

- Priority 1 – Urgent and Major Impact
- Priority 2 – Urgent and Minor Impact
- Priority 3 – Not Urgent and Major Impact
- Priority 4 – Not Urgent and Minor Impact

Project Management Team

The DMVM Project Management team oversees daily operation of the project. The State Project Director and Project Manager secure necessary project resources, address agency issues, and propose changes to Statutes and policies. The State and 3M Project Managers identify and manage strategic issues at 3 to 6 month timeframes, assist Team Managers and Team Leads in both tactical and strategic problem resolution, resolve cross-team issues when needed, manage contractual issues, and provide overall control of scope, schedule, cost, and quality. The DMVM Project Management team members are:

- Rick Clelland, State Project Director
- Toni Roberts, State Project Manager
- Joe Silvashy, 3M Project Director

- Joe Weldon, 3M (Accenture) Project Manager

Levels of Authority

The table below outlines the levels of authority for various decision points that will occur during the Project:

Levels of Authority

Approval Item	Authorized Approver
Deliverable Expectation Documents (DEDs)	State Project Director
Deliverables	Reviewers designated on Deliverable Acceptance Form (DAF) by State Project Director
Design Decisions (not affecting scope)	State Business Functional Team Managers
Baselining of Project Workplan	State and 3M Project Management Team and PMO
Change Control	Kansas Information Technology Office (KITO) – A Project Schedule Change or Overrun Greater than 10% or $1,000,000. Level 1 – Executive Sponsors – all changes that are over $50,000 and that have a significant impact on scope Level 2 – DMVM Project Management (Change Control Board) – all changes that are under $50,000 and have a moderate impact on scope Level 3 – DMVM Team Managers/Leads – all changes that affect cost that are approved by the DMVM Management Team and that have a minor

Approval Item	Authorized Approver
	impact on project scope

Risks, Assumptions, and Constraints

Every large project undertaken has associated risks and the DMVM Project is no exception. Project risks are uncertainties, liabilities or vulnerabilities that may cause a system implementation project to deviate from the defined plan and affect scope, cost, schedule and quality. The combined project team (State and 3M) will develop and maintain a Risk Management Plan as outlined in the *Project Management Procedures* (Deliverable #2). The Plan will identify key risk elements and rank these risks based on probability of occurrence and impact should the risk element be realized. The Plan shall also include mitigation measures to monitor identified risks. Using these measures, 3M will update the status of identified risks and any proposed or implemented risk mitigation activities in their weekly and monthly project status reports.

The table below identifies assumptions identified at the beginning of the DMVM Project and potentials risks and impacts if those assumptions are false:

Assumption	Potential Risk if Assumption Proves False	Impact if Risk is Realized
Stakeholders say they are "on-board" and are prepared to provide leadership, support participation (e.g. CRPs), provide resources, etc.	Staff does receive adequate training	Stakeholders are not "ready" for go-live which prevents them from executing business processes and impacts productivity and mission accomplishment
3M staff has the necessary expertise to make this project successful	3M's consulting staff are inexperienced in 3M MVS Products and/or have weak consulting or communication skills	State team members (who will be the majority of the post go-live support organization) will not acquire the requisite knowledge to support system users across the State
Sufficient and appropriate training will be available to State team members to gain sufficient knowledge of the new system	Limits participation in and contribution to CRPs, requirements analysis and foundation design decisions	State team members may not feel comfortable with their contribution to, and role on, the project
State project team members will see the project through to completion	Turnover in State project staff will result in loss of the investment in training and knowledge transfer	Inefficiencies and possible delays in completing tasks and possibly meeting key deliverables and milestones
3M project team members will see the project through to completion	Turnover in 3M project staff will result in loss of knowledge gained about KS, the project, team relationships, etc.	Inefficiencies and possible delays in completing tasks and possibly meeting key deliverables and milestones
There will be adequate project staff to address all project scope	Need for other team members to work longer hours per week	Could result in fatigue/ burnout which could impact turnover which could impact quality and the schedule
State will be able to replace team members that leave the project	Positions do not get filled on-time	Discontinuity in staff; inadequate resources causes delays or adversely impacts quality

Assumption	Potential Risk if Assumption Proves False	Impact if Risk is Realized
The project team will have done "homework" to understand KDOR's needs and interests	KDOR requirements are more extensive and specialized than expected	Standard best business practices embodied in the software will not meet agency requirements requiring specialized configuration or customization
Sufficient staff to train end-users	Inadequate number of training instructors for the volume of training	Insufficient number of training classes results in personnel with inadequate knowledge of the system and how to perform their jobs using the new system
Project team members will provide each other what they need to do their work	Decisions made with insufficient knowledge	Wrong decisions are made resulting in sub-standard solution which cannot be changed or re-work is required which could impact the project schedule
Design session focus on use of the system as designed. Design teams are open to evaluating changes to existing processes.	Too many requests for customizations cause inordinate amount of time to be spent evaluating customizations	Time spent evaluating many customizations will impact resources and time available to implement core functionality via standard configuration
The project infrastructure will be stable and IT support will be available without delays	Project team will experience significant downtime (network access, PCs)	Significant downtime will have to be made-up via additional working hours; this could affect productivity, morale and impact the schedule

Communications

Website

The DMVM Project website at www.dmvproject.ks.gov details current, historical, and forecasted information about the DMVM Project. The content on this web site is accessible by the general public.

E-mail

The DMVM Project created a project e-mail inbox. The email address DMVProject@da.ks.gov is checked daily, and is a place anyone can use to contact the Project team with questions or to receive help.

Change Agent Network

Stakeholders have named primary contacts for the DMVM Project as well as contacts for training, technical areas, and subject matter experts for various activities such as titles, plates, driver's licensing, driver records, revenue accounting, etc. These individuals comprise a "Change Agent Network" that the Project uses to communicate critical information to Stakeholders and their users.

Newsletter

The DMVM Project Team will produce a bi-monthly newsletter to keep end users and other interested parties up-to-date on the latest news and activities surrounding the DMVM Project. The newsletter will include the following consistent content areas:

- Key Milestones – Provides a snapshot of the most recent project activities and successes
- Agency Readiness – A section devoted to communicating and ensuring agency readiness
- Meet the Team Members – A section to introduce team members and their role on the project
- Glossary – Utilized to introduce new or updated terminology
- Training / Testing Update – A consistent article used to share the latest training/testing efforts
- Talking Points – Concise statements explaining project decisions and process changes that may affect agency policies and/or procedures
- Message from Leadership – A section providing and executive point of view on the status of the project